



# Developing Leadership

Who? What? Where?



focusing on the current issues and building capability of people and organisations

## Introduction

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*Developing Leadership—Who? What? Where?* is intended to assist in the promotion of a broader understanding of leadership development issues in the public sector. It seeks to provide readers with a snapshot of current leadership development programs and other initiatives in a variety of Australian Public Service (APS) agencies. The resource was initially developed and co-sponsored by the Department of Defence and the Australian Public Service Commission (then PSMPC) as a result of the Developing Leadership Seminar held in September 2001.

One of the clear messages from the 2001 Developing Leadership Seminar, was the enthusiasm participants' had for case studies of leadership programs and more details about programs referred to during the Seminar. This updated volume will build on that information and provide contact points for those who want additional information.

The Leadership Development Network initiated by the APSC and supported by a number of other agencies, will continue to pursue the aims of the Seminar and to provide opportunities for interested agencies to pursue particular cases in more detail (including comments from those who participated in the programs described).

The 2003 Resource Guide has been updated by the Leadership, Learning and Development Group of the APSC, based on contributions from agencies who participated in the 2001 Developing Leadership Seminar together with other agencies who have expressed an interest in providing information on their current programs.

Other agencies who are interested in participating in this resource are encouraged to contact the Leadership, Learning and Development Group of the APSC on (02) 6271 6560.

Australian Public Service Commission

November 2003

# Department of Environment and Heritage (DEH)

The Department of Environment and Heritage has developed a Leaders Profile and a Team Members Profile that describe behaviours expected of effective leaders and team members. For each of these profiles questionnaires have been developed for multi-rater feedback. More than 800 of our 1300 staff have participated in multi-rater feedback this year. The questionnaires are completed on-line with data and reports collated automatically—a 'do-it-yourself' exercise. Briefing and debriefing sessions have been conducted for all participants prior to them having access to their report.

The aims of these feedback processes have been to assist DEH people to:

- develop awareness of how their behaviour is perceived by others;
- gain constructive feedback on personal development;
- affirm their existing strengths;
- identify development needs and complete their development plan;
- build a culture in DEH which supports giving and receiving feedback;
- contribute to achieving Investors in People principles;
- discuss and clarify behavioural expectations in the workplace; and
- improve the way they work together.

The large number of participants involved has allowed norms to be set for Leaders and Team Members. Additionally, relative collective strengths and development opportunities can be identified for DEH's Team Leaders and Team Members. This information will assist in the development of DEH's next leadership development program. The behavioural profiles are also a precursor to the development of capability frameworks for DEH staff.

DEH has a third questionnaire for SES based on the SES Leadership Capability Framework, also as an online DIY. While this process was initially conducted annually for SES it is currently being conducted every two years for all Managers.

## DEH Leaders' Profile

<b>1. Set direction</b>	
<p><b>Provide a sense of purpose and direction (1-1)</b></p> <ul style="list-style-type: none"> <li>• Translates broad strategies and policies into practical terms for staff and clarifies goals, objectives, outcomes and priorities.</li> <li>• Personally contributes to and influences the development of major strategies.</li> <li>• Individuals are consulted and participate in objectives into the decision making process</li> </ul>	<p><b>This person ...</b></p> <p>Q1. Links the role of their section/team/area to DEH Division objectives and strategies.</p> <p>Q2. Influences the development and direction of major strategies related to their area of responsibility.</p> <p>Q3. Translates broad strategies and practical terms for staff.</p> <p>Q4. Involves people in the making of decisions that affect them.</p>
<p><b>Managing Change (1-2)</b></p> <ul style="list-style-type: none"> <li>• Inspires people to accept change</li> <li>• Supports individuals to adapt to change</li> <li>• Involves people in planning and implementing change and seeks new opportunities within imposed change.</li> </ul>	<p><b>This person...</b></p> <p>Q5. Coaches and supports people through changes in the workplace.</p> <p>Q6. Involves their team and identifies opportunities when implementing change.</p>

<p><b>Planning (1–3)</b></p> <ul style="list-style-type: none"> <li>• Ability to identify internal and external client/ stakeholders needs and expectations.</li> <li>• Evaluate and monitor plans.</li> <li>• Clarifies goals, objectives and priorities for the team.</li> </ul>	<p><b>This person...</b></p> <p>Q7. Clarifies client expectations for their work group.</p> <p>Q8. Involves their staff in reviewing and monitoring plans and priorities.</p> <p>Q9. Clarifies goals, objectives and sets priorities for the team.</p>
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<p><b>2. Interpersonal</b></p>	
<p><b>Communicates Clearly and Effectively (2-1)</b></p> <ul style="list-style-type: none"> <li>• Communicates ideas and information in a clear, concise and unambiguous manner.</li> <li>• Feedback is sought when communicating ideas or views.</li> <li>• Social and cultural diversity is taken into account.</li> <li>• Active listening skills are employed with all interactions.</li> <li>• Questioning techniques are used to gain understanding of the views of people.</li> </ul>	<p><b>This person...</b></p> <p>Q10. Presents information and ideas clearly and concisely.</p> <p>Q11. Builds rapport with their audience and pitches their message at the right level.</p> <p>Q12. Seeks feedback on the ideas and views they put forward.</p> <p>Q13. Demonstrates an appreciation of the different needs of individuals.</p> <p>Q14. Actively listens to fully understand the views of others.</p>
<p><b>Negotiates and deals with conflict (2-2)</b></p> <ul style="list-style-type: none"> <li>• Negotiate persuasively and take a flexible, collaborative and ethical approach.</li> <li>• Difficult situations are negotiated to achieve results acceptable to all the participants.</li> <li>• Potential and actual conflict situations are identified</li> <li>• Conflict situations are resolved constructively using a range of strategies</li> </ul>	<p><b>This person...</b></p> <p>Q15. Negotiates persuasively by putting a strong and logical case.</p> <p>Q16. Looks for common ground and considers the needs of the other parties.</p> <p>Q17. Identifies and constructively deals with conflict.</p>

<p><b>3. Take Responsibility</b></p>	
<p><b>Professionalism (3–1)</b></p> <ul style="list-style-type: none"> <li>• Accepts personal responsibility/accountability face of setbacks.</li> <li>• Accepts consequences of actions</li> <li>• Demonstrates resilience in the face of setbacks.</li> <li>• Commitment to persevere and achieve positive outcomes.</li> <li>• Maintains personal motivation.</li> <li>• Promotes the wider interests of the Department. across DEH.</li> </ul>	<p><b>This person...</b></p> <p>Q18. Accepts responsibility for their decisions and actions.</p> <p>Q19. Demonstrates resilience and perseveres in the for achieving results.</p> <p>Q20. Maintains a committed and positive approach to achieving purposeful work outcomes.</p> <p>Q21. Works cooperatively with their colleagues</p>
<p><b>Client Service (3–2)</b></p> <ul style="list-style-type: none"> <li>• Provides appropriate and timely solutions to client queries.</li> <li>• Follows-through on client service interactions.</li> </ul>	<p><b>This person...</b></p> <p>Q22. Responds quickly and courteously to client needs and follows-through on commitments made to clients.</p>

<p><b>Self Awareness (3–3)</b></p> <ul style="list-style-type: none"> <li>• Actively seeks feedback on performance</li> <li>• Recognises personal strengths and weaknesses. makes an effort to develop their weaknesses.</li> <li>• Demonstrates a commitment to own personal development</li> </ul>	<p><b>This person...</b></p> <p>Q23. Actively seeks feedback on their performance.</p> <p>Q24. Displays confidence in their strengths and</p> <p>Q25. Attends to their own personal development, balanced with the needs of their team</p>
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#### 4. Motivation and Encouragement

<p><b>Motivation (4–1)</b></p> <ul style="list-style-type: none"> <li>• Generates and maintains motivation.</li> <li>• Guides, mentors and develops people.</li> </ul>	<p><b>This person ....</b></p> <p>Q26. Generates an enthusiasm to achieve in their team.</p> <p>Q27. Recognises and acknowledges the achievements of others.</p> <p>Q28. Encourages and supports individuals to learn and develop.</p>
<p><b>Innovation and Creativity (4–2)</b></p> <ul style="list-style-type: none"> <li>• Identifies new approaches and creative solutions.</li> <li>• Challenges ideas and thinking.</li> <li>• Identify and understand risks.</li> <li>• Willingness to take risks.</li> </ul>	<p><b>This person...</b></p> <p>Q29. Takes a creative approach to problem solving and improving outcomes.</p> <p>Q30. Questions conventional approaches in a constructive way.</p> <p>Q31. Displays a willingness to take calculated risks.</p>
<p><b>Effective Working Relationships (4–3)</b></p> <ul style="list-style-type: none"> <li>• Facilitates cooperation environment.</li> <li>• Values individual differences and diversity of individual differences and diversity in their work team.</li> <li>• Develops &amp; maintains trust with people and openness.</li> </ul>	<p><b>This person...</b></p> <p>Q32. Fosters a cooperative and productive team</p> <p>Q33. Demonstrates an understanding of the benefits</p> <p>Q34. Builds trust with others through respect, honesty</p>

## DEH Team Members Profile

### 1. Interpersonal

<p><b>Communicates Clearly and Effectively (1–1)</b></p> <ul style="list-style-type: none"> <li>• Communicates ideas and information in a clear, concise and unambiguous manner. concisely.</li> <li>• Feedback is sought when communicating ideas or views.</li> <li>• Social and cultural diversity is taken into account.</li> <li>• Active listening skills are employed with all interactions.</li> <li>• Questioning techniques are used to gain understanding of the views of people.</li> </ul>	<p><b>This person...</b></p> <p>Q1. Presents information and ideas clearly and</p> <p>Q2. Seeks feedback on the ideas and views they put forward.</p> <p>Q3. Appreciates the different needs and values of individuals.</p> <p>Q4. Builds good rapport with clients and colleagues.</p> <p>Q5. Actively listens to fully understand the views of others.</p>
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<p><b>Negotiates and deals with conflict (1–2)</b></p> <ul style="list-style-type: none"> <li>• Negotiate persuasively and take a flexible, collaborative and ethical approach.</li> <li>• Difficult situations are negotiated to achieve results acceptable to all the participants.</li> <li>• Potential and actual conflict situations are identified.</li> <li>• Conflict situations are addressed constructively using a range of strategies.</li> </ul>	<p><b>This person...</b></p> <p>Q6. Puts forward a persuasive and logical case in discussions.</p> <p>Q7. Seeks common ground to achieve outcomes that benefit all.</p> <p>Q8. Deals with conflict constructively by focusing on the issues.</p>
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<p><b>2. Take Responsibility</b></p>	
<p><b>Professionalism (2–1)</b></p> <ul style="list-style-type: none"> <li>• Accepts personal responsibility/accountability for achieving results.</li> <li>• Accepts consequences of actions</li> <li>• Demonstrates resilience in the face of setbacks.</li> <li>• Commitment to persevere and achieve positive outcomes.</li> <li>• Recognises the wider interests of the Department.</li> </ul>	<p><b>This person...</b></p> <p>Q9. Accepts responsibility for their actions and performance in their work team.</p> <p>Q10. Demonstrates commitment to achieving positive outcomes and perseveres in the face of setbacks.</p> <p>Q11. Works cooperatively with their colleagues across DEH.</p>
<p><b>Client Service (2-2)</b></p> <ul style="list-style-type: none"> <li>• Provides appropriate and timely solutions to client queries.</li> <li>• Follows-through on client service interactions.</li> <li>• Clarify client and stakeholders needs and expectations.</li> </ul>	<p><b>This person...</b></p> <p>Q12. Responds to client needs and follows-through on commitments made to clients.</p> <p>Q13. Identifies the needs and expectations of their clients.</p>
<p><b>Self Awareness (2-3)</b></p> <ul style="list-style-type: none"> <li>• Actively seeks feedback on performance</li> <li>• Recognises personal strengths and weaknesses.</li> <li>• Demonstrates a commitment to own personal development</li> </ul>	<p><b>This person...</b></p> <p>Q14. Actively seeks feedback on their performance.</p> <p>Q15. Displays confidence in their strengths and makes an effort to develop their weaknesses.</p> <p>Q16. Actively pursues opportunities for their own personal development.</p>

<p><b>3. Participate and Contribute</b></p>	
<p><b>Contribute to a shared purpose and direction (3-1)</b></p> <ul style="list-style-type: none"> <li>• Clear about the goals, objectives and priorities of their section/team/area.</li> <li>• Understands role and works to a purpose of achieving the objectives of their section/ team/area.</li> <li>• Participate in making team decisions and the development of team plans.</li> </ul>	<p><b>This person...</b></p> <p>Q17. Seeks clarification on the priorities of the team when needed.</p> <p>Q18. Constructively participates in discussions on progress towards team objectives and milestones.</p> <p>Q19. Makes suggestions that assists the team in making decisions about priorities or the way they work together.</p> <p>Q20. Contributes to the development of team plans.</p>

<p><b>Innovation and Creativity (3-2)</b></p> <ul style="list-style-type: none"> <li>• Identifies new approaches and creative solutions and improving outcomes.</li> <li>• Challenges ideas and thinking.</li> <li>• Gets involved in planning and implementing change.</li> <li>• Promotes and initiates change to improve effectiveness of work team.</li> </ul>	<p><b>This person ....</b></p> <p>Q21. Takes a creative approach to problem solving</p> <p>Q22. Questions conventional approaches in a constructive way.</p> <p>Q23. Actively participates in implementing change.</p> <p>Q24. Demonstrates a willingness to continually improve the effectiveness of the work team.</p>
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<p><b>4. Support and Encourage</b></p>	
<p><b>Effective Working Relationships (4-1)</b></p> <ul style="list-style-type: none"> <li>• Facilitates cooperation</li> <li>• Values individual differences and diversity</li> <li>• Develops &amp; maintains trust with people</li> <li>• Shares knowledge and experience with others.</li> </ul>	<p><b>This person...</b></p> <p>Q25. Cooperates and collaborates well with others to get things done.</p> <p>Q26. Demonstrates an understanding of the benefits of individual differences and diversity in their work team.</p> <p>Q27. Respects the rights of people to express their views.</p> <p>Q28. Maintains confidentiality when dealing with sensitive issues.</p> <p>Q29. Supports new and less experienced staff to learn and develop skills.</p>
<p><b>Motivation (4-2)</b></p> <ul style="list-style-type: none"> <li>• Self motivated.</li> <li>• Contributes positively to the motivation of others.</li> <li>• Looks for opportunities in the face of change.</li> <li>• Supports others to adapt to change.</li> </ul>	<p><b>This person...</b></p> <p>Q30. Maintains a positive approach to their work even in the face of change.</p> <p>Q31. Demonstrates a keenness for their team to achieve the best results.</p> <p>Q32. Recognises and acknowledges the achievements of others.</p> <p>Q33. Demonstrates a willingness to accept change by identifying opportunities.</p> <p>Q34. Supports other people through changes in the workplace.</p>

## Contacts

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